Tools for Making Decisions

- **Multivoting**

  > Reduces long lists of ideas

  > Identifies important items

- **Nominal Group Technique**

  > Generates ideas

  > Prioritizes items

What Is Multivoting?

A group decision-making technique used to reduce a long list of items to a manageable number by means of a structured series of votes.

Benefits of Multivoting

- Reduces a list

- Prioritizes a list

- Identifies important items

Multivoting Procedures

Step 1 - Work from a large list

Step 2 - Assign letter to each
   item

Step 3 - Vote

Step 4 - Tally the votes

Step 5 - Repeat

Multivoting Rule of Thumb

<u>Number on Team with</u>	<u>Eliminate items</u>
5 or fewer	0, 1, or 2 votes
6 to 15	3 or fewer votes
more than 15	4 or fewer votes

Multivoting Example
First Vote Tally

| A. No agenda — |

|||| B. No clear objectives phone calls

| C. Going off on tangents — ||

| D. Extraneous topics

|| E. Too many "sea stories"

|||| | F. Vital members missing extended
  from meeting

|||| G. Not enough preparation
  for meetings

| I. Problems not mentioned

|||| J. Interrupted by phone calls

|| K. Few meaningful metrics

|||| L. Interrupted by visitors

||| M. No administrative support

|||| N. Meetings
  beyond allotted time

|||| O. Members distracted by
  pressing operations

H. Too much "dog and pony" P. Unclear charts

Multivoting Example

Second Vote
Tally

B.   No clear objectives

卌   F.   Vital members missing from meeting

卌   G.   Not enough preparation for meetings

卌   H.   Too much "dog and pony"

|||| J.   Interrupted by phone calls

L.   Interrupted by visitors

|| N.   Meetings extended beyond allotted

||| time

O.   Members distracted by pressing operations

Multivoting Exercise 1

SIGNS OF FEAR IN THE WORKPLACE

a. Flooded with detail

b. "Don't rock the boat"

c. Mixed messages

d. Attacks/defensiveness

e. People afraid to say "I don't know"

f. Chronic indecision

g. "This too shall pass"

h. News always good

i. Withholding information

j. Changing subject

k. Self-protective behaviors

l. Hidden agenda syndrome

m. Turf battles

n. Not willing to accept responsibility

o. We vs. they

p. Resisting requests

q. Tampering

r. Staffing redundancies

s. Constantly changing policies

t. Myopic vision

u. Isolation

v. Micromanaging

w. Goals without a plan for achieving them

x. Blame others

y. Denial

z. Resistance to new knowledge

aa. People afraid to ask questions

ab. "This is good for my people, not for me"

ac. Concern with return on investment

ad. Focus on grades, instead of learning

ae. Lack of new ideas

af. Fear that some work can be done by fewer people

ag. Resistance to change

ah. Avoidance of risk-taking

ai. "Just doing my job"

aj. Stress

ak. Recurrent absenteeism

al. Widespread dissatisfaction

am. Deadline anxiety

an. Enforcement approach to rules

ao. Turnover of creative thinkers

Source: *Managing Fear in the Workplace,* TQLO Publication No. 93-01

Multivoting Exercise Tally Sheet

A _____   M _____   Y _____AK _____

B _____   N _____   Z _____   AL _____

C _____   O _____   AA _____   AM _____

D _____   P _____AB _____   AN _____

E _____Q _____   AC _____   AO _____

F _____R _____   AD _____   AP _____

G _____   S _____AE _____   AQ _____

H _____   T _____AF _____   AR _____

I _____U _____   AG _____   AS _____

J _____ V _____   AH _____   AT _____

K _____W _____   AI _____   AU _____

L _____X _____   AJ _____AV _____

Multivoting Exercise 2

Voting Information

Petty Officer Smith   A, B, D, I, N, R

Mr. Avery   C, D, I, N, Q, R

Lt. Tam   B, J, L, N, R, Q

Ms. Matsumoto   A, C, D, I, N, R

Sgt. Bedsole   E, G, L, N, P, Q

Petty Officer Browne   C, E, H, K, M, O

Multivoting Exercise 2

Tally Sheet

A = II   G = I   M = I

B = II   H = I   N = IIIII

C = III   I = III   O = I

D = III   J = I   P = I

E = II   K = I   Q = III

F = 0   L = II   R = IIII

What Is Nominal Group Technique?

A weighted ranking method that allows a group to generate and prioritize a large number of issues within a structure that gives everyone an equal voice.

Benefits of Using NGT

- Reduces the number of issues

- All team members participate

- Rank orders items

NGT Part I - Define the Issue and Generate Ideas

- Define the issue

- Generate ideas

- Collect ideas

- Clarify ideas

- Combine ideas

NGT Part II - Make the Selection

- Assign letters to ideas

- Rank ideas independently

- Collate the rankings

- Add the rankings

- Rewrite the list in priority order

- Perform a sanity check

NGT Example 1
Results

Issue Priority	PO1 JONES	MAJ SMITH	SGT ABLE	MR GOOD	ENS FELLER	Total	
A	7	5	1	6	5	24	2
B	2	1	6	3	2	14	6
C	6	4	5	4	4	23	3
D	1	2	3	2	3	11	7
E	5	6	4	5	6	26	1
F	3	3	2	7	7	22	4
G	4	7	7	1	1	20	5

NGT Example 1
Prioritization

E. Unclear mission and objectives

A. Ineffective organizational structure

C. Lack of training

F. Poor distribution of office mail

G. Lack of feedback on reports to management

B. Poor communications outside the office

D. Poor communications within the office

NGT Example 2

Ranking and Prioritization

RANKING:

A. Haven't set the anchor properly   6, 7, 6, 4, 4, 7, 4 (38)
=

(40)

B. Not enough chain out   5, 5, 7, 5, 5, 6, 7 (42)
=

(9)

C. Bottom not assessed properly   7, 6, 5, 6, 7, 5, 6
=

(20)

D. Ship isn't steaming at anchor properly   1, 1, 1, 2, 1, 2, 1 (29)
=

(18)

E. Piling too much anchor chain on the flukes 2, 2, 4, 3, 3, 3, 3